



**United States Department of Agriculture  
Departmental Management  
Office of Operations**

**Customer Relationship Management  
Program**

**Version 1.0**

**July 8, 2013**

## Table of Contents

<b>Executive Summary .....</b>	<b>1</b>
<b>1 Introduction and Background.....</b>	<b>3</b>
<b>2 The OO CRM Approach.....</b>	<b>4</b>
<b>3 OO CRM Vision and Goals .....</b>	<b>6</b>
4.1 OO CUSTOMER ENGAGEMENT MODEL .....	7
<b>5 CRM Technology Implementation .....</b>	<b>10</b>
5.1 OSCAR FUNCTIONAL OVERVIEW .....	10
<b>6 CRM Governance - Roles and Responsibilities .....</b>	<b>13</b>
6.1 NEW CUSTOMER CENTRIC ROLES .....	13
6.2 SERVICE DELIVERY AND PERFORMANCE REPORTING.....	14
6.3 VOICE OF THE CUSTOMER .....	15
<b>Appendix A: OO Services Analysis.....</b>	<b>17</b>

## Executive Summary

The Office of Operations (OO) provides a broad and diverse portfolio of products and services to employees in the USDA Headquarters Complex and George Washington Carver Center. To ensure that its services are delivered in the most effective and efficient manner possible, OO has initiated a comprehensive Customer Relationship Management (CRM) program. This document highlights the unique aspects of the OO CRM program and the various investments that OO is making in people, processes, and technology to achieve its CRM goals.

OO's CRM Program facilitates efficient and predictable delivery of customer centric, value added services using a streamlined customer engagement model designed to increase customer satisfaction. The primary goals of the OO CRM program are to:

- ensure all services provide true value to the customer
- exceed customer expectations for service delivery and reduce customer complaints
- establish a unified customer engagement model
- provide a single access portal serving as a one-stop-shop for all OO products and services
- provide integrated, seamless customer service with dedicated resources committed to customer advocacy
- leverage technology and innovation to deliver services faster and at less cost

Implementation of OO's CRM program involves combining the people and process elements along with the use of CRM technology. OO is committed to reengineering its business model to bolster its CRM initiative and improve customer service. Four key OO CRM initiatives include:

- **Updated Customer Engagement Model** – The customer engagement model is defined as the manner in which customers interact with the service provider. It involves various types of engagements including requests for service, delivery of service, and customer feedback. An improved customer engagement model will provide the following benefits:
  - Better access to OO services
  - Unified service request portal to allow service requests for all OO products and services
  - Predictable outcome for service requests
  - Professionally trained staff to manage service requests
  - Greater accountability and visibility of service delivery metrics.

- **CRM Governance: New Customer Centric Roles** – OO has established, the Customer Service Office (CSO) it was established to coordinate and manage the Customer Relationship Management Program (CRM) as part of OO's Cultural Transformation Initiative. CSO will provide an integrated cross-functional focus to identify and promote value-added customer service. Under its new business model OO has established new roles to include:
  - **Relationship Managers** – The CSO will be staffed with Relationship Managers (RMs), who will be responsible for interacting with client groups and advocating for the business needs of the customer.
  - **Customer Service Specialist** – The CSO staff will be responsible for quality compliance and service management and work with service delivery managers to ensure that services are provided based on service delivery standards.
- **CRM Technology Implementation** - OO implemented a state-of-the-art customer relationship management system called Operations Systems for Customer Access and Requests (OSCAR) to track, manage, and deliver various services. OSCAR provides access to service requests, workflow analysis, online approvals, reports, and dashboards. It allows customers to request services and obtain the status of service requests.
- **Voice of the Customer (VoC)** - VoC initiatives are critical to ensuring that products and services remain aligned with customer expectations. OO relationship managers will engage in proactive measures to ensure that the needs and desires of the customer is the primary focus and that substantive steps are taken to measure customer satisfaction. The objectives of the Voice of the Customer (VoC) initiatives include:
  - Obtaining the customer pulse
  - Involving the customer
  - Analyzing Information
  - Socializing results
  - Implementing customer focused changes
  - Responding to the customer

## 1 Introduction and Background

OO provides leadership, direction, coordination, and guidance in facilities management, space management, engineering and architecture, physical and technical security, internal energy conservation, recycling and waste management, occupational safety and health, environmental compliance, and occupant emergency planning and emergency management.

In addition, OO provides centralized business services including departmental mail management, printing and duplication, a nationwide disability resource center, office supplies, shipping and receiving, warehouse and labor services, a Consolidated Forms and Publications Distribution Center (CFPDC), Centralized Excess Property Office (CEPO), and management of the USDA Visitors Center.

The OO mission statement:

- **Implement Technology & Innovation** – Assess, select, and implement technological and innovative changes that positively impact cost effectiveness, increase functionality, streamline operations, improve processes, and address complex challenges.
- **Deliver Customer Service** – Establish and maintain the highest and most consistent levels of customer satisfaction across the entire OO service portfolio.
- **Collaborative Marketing** – Educate and engage the stakeholders and customers, both new and existing, to communicate the variety and value of OO's service and to collaborate on new and enhanced services.
- **Develop People** – Train, equip, and motivate employees to excel in current positions and provide a clear path for advancement.

### *The Office of Operations Vision Statement*

#### **Customer Driven. Employee Focused. Excellence in Service.**

- OO is “Customer Driven” because customers are the reason for its existence and customer satisfaction is the key to its success. As part of its transformation toward fulfilling this vision, OO is exploring what else it can do and how to accomplish this.
- OO is “Employee Focused” because employees are the foundation of the organization and its greatest asset. OO trains employees to succeed at the current level and beyond. OO values all relationships and communicates its vision, mission, and initiatives within and throughout.
- OO provides “Excellence in Service” by actively and intentionally looking for ways to innovate and improve. OO has a blueprint to anticipate and prepare for change while focusing on the details.

- **Model Stewardship** – Provide a safe, secure, and sustainable environment that continually improves business processes, inspires stakeholders, and considers “compliance” to be the minimum expectation.
- **Visible Leadership** – Demonstrate adaptable, creative solutions to the changing demands across and between all levels of the organization, expect new ideas, foster communication through a shared vision for employees and provide a shared vision by open communication.
- **Highest Quality** – Measure and sustain the highest quality levels for all services, business operations, and performance standards.
- **Constant Readiness** – Anticipate and plan for a myriad of events, including emergencies and customer needs.

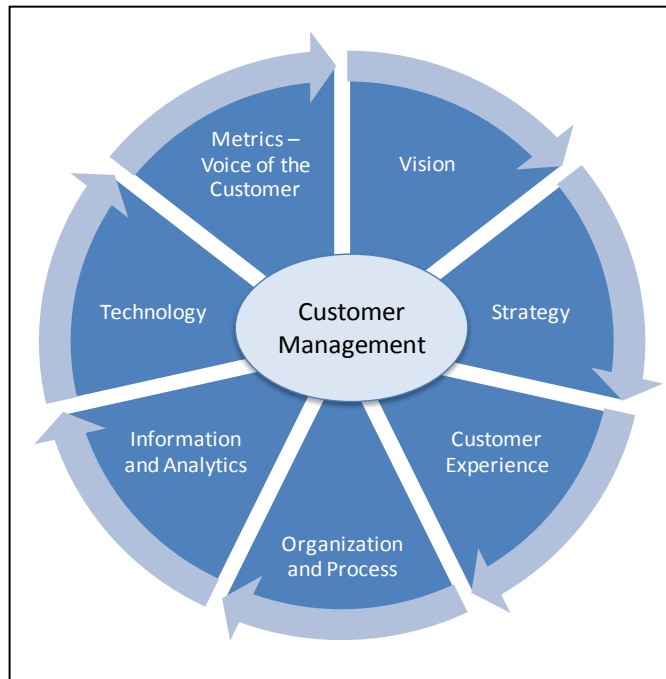
To provide optimum service delivery to a wide-range of customers and to effectively manage the overall relationship with them, OO has established a comprehensive Customer Relationship Management (CRM) program. This document provides the details of this program including:

- OO’s CRM Program - The OO approach covers not just the technology aspects of CRM but also the people and the process aspects that are often neglected in typical CRM initiatives.
- Enhanced Customer Engagement Model - This section outlines a modernized customer engagement model that is being introduced by OO. This streamlined customer engagement model will assist customers to receive the highest quality of service across OO’s entire service portfolio regardless of how the service request is initiated.
- CRM Technology Implementation - OO has made a significant investment in CRM technology. This section describes the various tools and capabilities that are now available to OO customers and staff to offer effective customer service.
- OO CRM Governance - This section describes the roles and responsibilities of participants in the CRM process including new roles that will be introduced within OO for effective delivery and management of services.
- Customer Feedback Surveys - "Voice of the Customer" will be an important aspect of the OO CRM program. OO will be distributing transaction-based and annual surveys that will enable customers to provide feedback and evaluate services rendered.

## 2 The OO CRM Method

Most CRM programs exclusively involve implementation of technology; however, OO is approaching this program by combining investments in people, processes, and CRM technology. OO is reengineering its business model to bolster the CRM initiative and improve OO customer service and service delivery. OO realizes the uniqueness in dealing with a broad array of USDA customers and is seeking to address those needs more efficiently.

**Figure 1: OO CRM Approach**



The key differentiators in OO's approach to CRM include:

- **Modernized Customer Experience or the customer engagement model** to ensure streamlined service delivery and a consistent Quality of Service (QoS)
- **Improved use of Information and Analytics** that allows OO to gain insight about the interaction of the customer with OO services. OO has effectively used technology concepts such as “Master Data” management to develop a comprehensive relationship map with the customers. This relationship map serves as a customer profile, allowing the OO to track, measure, and manage each user interaction associated with service delivery.
- **Organization and Processes** that are essential to ensure that the CRM program has the continuity needed to achieve the results that OO is seeking in the areas of service delivery and service management.
- **Metrics – "Voice of the Customer"** surveys and other customer service feedback mechanisms will be implemented to measure customer satisfaction on a semi-annual basis. Additional surveys will be distributed intermittently to capture other pertinent data throughout the year to assist in measuring and monitoring the progress of OO's customer service initiative.

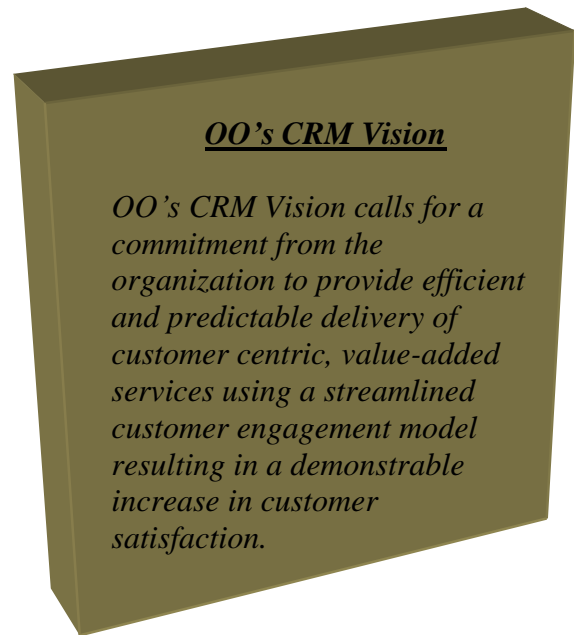
### 3 OO CRM Vision and Goals

OO is committed to continuous improvement in service delivery. We have developed a “customer-centric” business model where the customer is the primary focus and the corresponding tools, practices, and processes are centered on customer needs. OO offers a single point of contact for access to its services and a seamless customer service experience. This includes a robust technology platform that establishes the backbone of the OO service model and improves coordination between OO and its customers. The primary goals of the OO CRM program are to:

- Provide a one-stop shopping center for all OO products and services.
- Provide integrated, seamless customer service.
- Ensure all services provide true value.
- Ensure a predictable service outcome.
- Exceed customer expectations.
- Reduce customer complaints.
- Leverage technology and innovation to deliver efficient services faster and at a better cost.

OO is committed to meeting the needs of its customers and pursues integrated service delivery process management as the primary method for fulfilling service requests. OO will manage itself as a customer-centric service provider, market and promote its service offerings, establish competitive fees for services rendered, and partner with external service providers when appropriate. The key attributes for this model are:

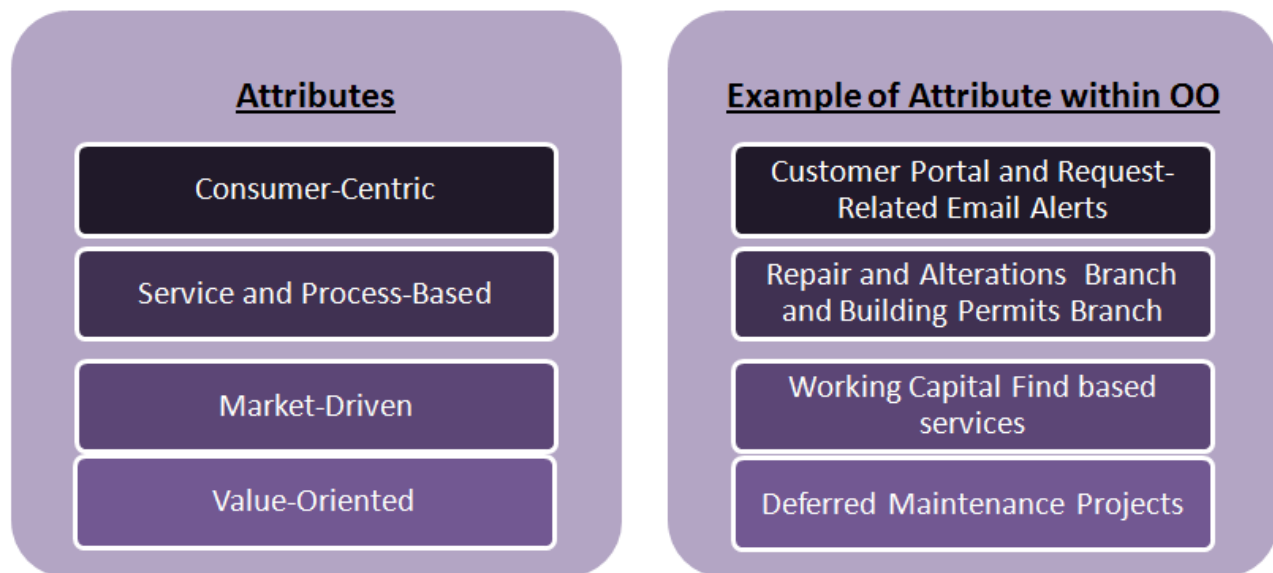
- **A Customer-Centric Organization** — Is focused on the end user’s experience with the service delivery processes.
- **Process-Based Service Delivery** — Organized and engineered around integrated service offerings and an improved service delivery process.
- **Market-Driven** — Competitive intelligence, relative market positioning, and customer demand drives management decisions about service offerings, sourcing strategies, and price.
- **Value-Oriented** — Services are positioned, sold, and fees charged based on value to the customer. The non-value-added services are decommissioned.





OO has taken significant steps towards adopting these attributes for service delivery. Figure 2 shows the areas where OO has adopted Internal Service Company (ISCo) attributes. This ensures that OO is committed to high-level service, quality, and reliability and over the next few quarters in FY13 and FY14, OO will continue to expand the application of ISCo attributes across the organization.

**Figure 2: OO CRM Key Attributes and Adoption within OO**



#### 4.1 OO Customer Engagement Model

The OO customer engagement model is an all-encompassing term used to describe all customer interactions with OO as a service provider. It involves requests for service, delivery of service, and customer feedback. Improving the customer engagement model is the most important initiative taken by OO through the CRM Program. An improved customer engagement model will provide the following benefits:

- Better access to OO services.
- Unified service request portal to allow service requests for all OO services.
- Predictable outcome for service requests.
- Properly trained staff to ensure accuracy in the routing and delivery of services.
- Greater accountability and visibility to service delivery metric.

In order to develop a consistent and repetitive customer engagement model where customers will receive predictable customer service, OO has reorganized its services into seven (7) broad customer access categories. The service categories include:

- Material Management Services
- Security Services
- TARGET Center Services

- Facilities Management Services
- Parking Services
- Health, Safety and Sustainability Services
- Mail and Reproduction Services

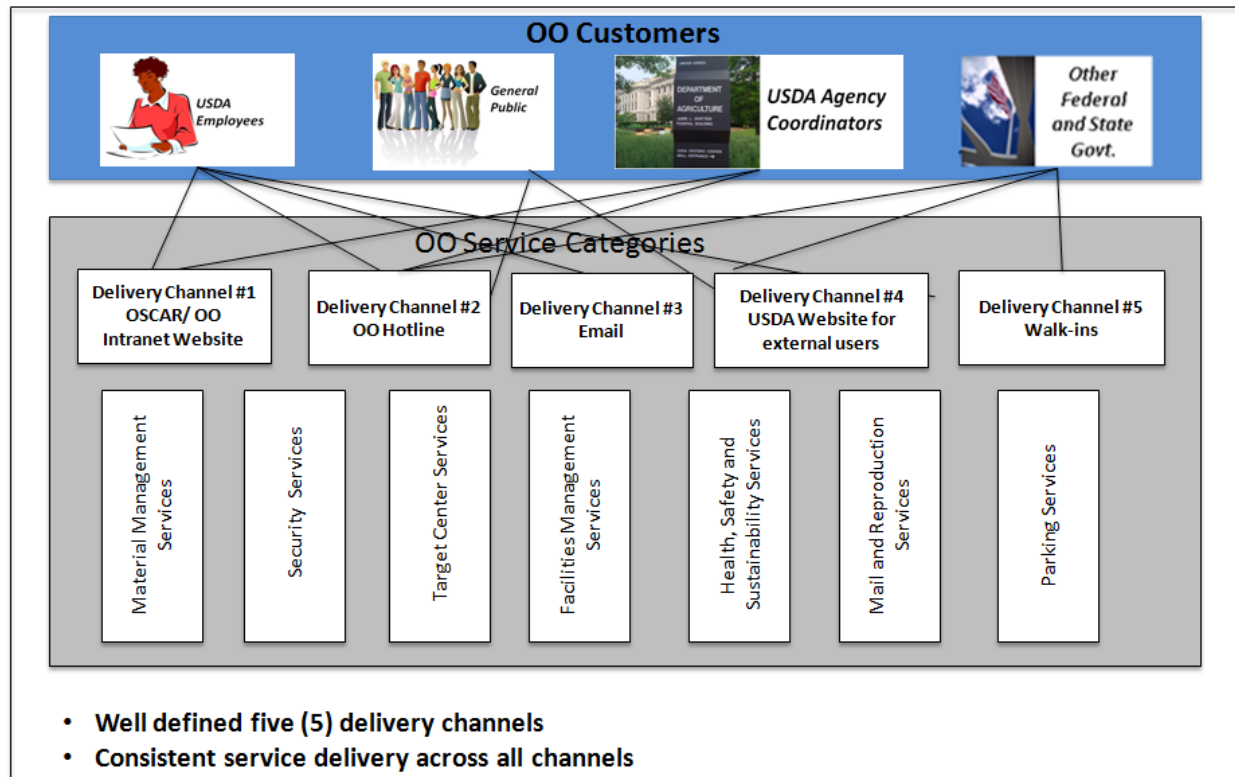
These service categories can be easily identified by the customer and will assist OO in branding and managing its service portfolio. Detailed information about OO service categories, sub-categories, and services is included in Appendix A.

In addition, Appendix A also highlights the overall service analysis conducted by OO which is used to identify customers categories associated with the service requests and evaluate the manner in which the service is performed.

This new organization has the responsibility of building, managing, and administering the various channels through which customers can request all OO products and services. In the updated customer engagement model, OO is consolidating the service request channels. The Customer Service Office (CSO) was established to coordinate and manage the Customer Relationship Management Program (CRM) in OO as part of its Cultural Transformation Initiative. The CSO provides an integrated cross-functional focus on identifying and promoting value-added customer service. Through the CSO, OO will strategically use information, processes, technology, and people to manage the customer's relationship with OO, while providing a 360-degree view across the whole service life cycle. OO customers will have a centralized office to inquire about products and services. The CSO will support and enhance the following service request channels:

- **OO Intranet site** – The OO Intranet site serves as the primary entry point for USDA employees and customers in the National Capital Region (NCR) and USDA agency service coordinators to review and access OO Services. The website will provide a detailed description of the services and inform customers about service delivery standards. OO has implemented an intranet-based state-of-the-art CRM application called Operations Systems for Customer Access and Requests (OSCAR) to support USDA employees and facility coordinators requests for service. The system allows OO customers to submit requests and other service requirements for action. OSCAR also provides customers the ability to review the status of their service requests on the OO Intranet site.

Figure 4: Updated OO Customer Engagement Model



- **Consolidated OO Service Hotline** - As part of the new service delivery process, the current Hotline is being expanded to accept various types of service requests. The Hotline uses the OSCAR application to route service requests to respective service delivery organizations.
- **OO Internet site for external USDA customers** - The OO Internet site will offer service request and tracking ability to external USDA customers including other federal agencies and state and local government employees. The technology and processes supporting the OO *Internet* site will be the same as the *Intranet* site.
- **Walk-ins** - Services including badge issuance/renewal and TARGET Center support among others will continue to be provided without a reservation or on a walk-in basis.

**Note:** The service catalog developed by OO provides more details about the customer engagement model for each service and the associated service delivery metrics. Figure 4 shows the revised customer engagement model.

## **5 CRM Technology Implementation**

OO implemented the state-of-the-art Customer Relationship Management system called Operations Systems for Customer Access and Requests (OSCAR) to track, manage, and deliver services. OSCAR offers service requests, workflow analysis, online approvals, and reports and dashboards. It allows OO customers to request services and obtain the status of service requests on demand.

### **5.1 OSCAR Functional Overview**

The OSCAR system was designed to create a one stop shopping environment and enhance the customer experience in acquiring OO services. This state-of-the-art system streamlines and consolidates multiple service request processes into a uniform procedure. OSCAR also provides advanced functionality in development and maintenance of customer profiles and reporting capabilities designed to inform customers of all service activity with OO. The system also generates vastly improved management data in all areas of OO's service portfolio to support management decisions and process improvement opportunities. The following services are available by customer request through OSCAR:

#### **Facility Work Orders: In-house Repair, Minor Repairs, and Repairs and Alterations**

This work order module consists of three categories: In-house Repair, Minor Repairs, and Repairs and Alterations. This work order module enables service representatives to collect information to execute a request and store related data (invoices and payments) regarding the service. Each work order category follows its own unique business process and work flow. The In-house Repair module captures work orders and service requests from customers. Service representatives managing the hotline redirect service requests through OSCAR, which serves as a central point for all services offered by the Washington Area Service Center (WASC). The Minor Repairs system processes work order requests for service that requires payment that range in cost from \$500 to \$25,000. It also tracks the total costs (such as labor and material) for work order requests that fall below the \$500 threshold. The Repairs and Alteration component of the work order module will assist in the execution of facility related reimbursable agreements.

#### **Waste Management**

Waste Management handles the disposal of recyclable and non-recyclable items. Recycled waste is collected through various methods throughout the USDA facility. This includes hallway containers, cafeteria receptacles, and office recycle bins. The data is recorded and subsequently provided to WASC for entry into OSCAR.

#### **Executive Limousine Service**

The Executive Limousine Service provides dispatched limousine service to USDA executives. As a part of providing this service, OSCAR will be used to record maintenance requests, fuel consumption, and other useful data for the vehicles.

**Figure 5: OSCAR Sample View - Work Orders**

Action	Work Order Number	Status	Description of Ser...	Service Type	Requesting Agency	Room	Created Date	Record Type	Created By
<a href="#">Edit</a>   <a href="#">Del</a>	WO002309	Active	Linda Lucus 301 5...	Other	ARS	1265	2/8/2013	Service - Inhouse ...	Lakisha Evans, 2
<a href="#">Edit</a>   <a href="#">Del</a>	WO002331	Active	Name: Lynette Stig...	Pest - Treat For Ro...	DM	0030	2/8/2013	Service - Inhouse ...	Lakisha Evans, 2
<a href="#">Edit</a>   <a href="#">Del</a>	WO002336	Active	Recycle Pick-up	Custodial - Recycli...	FSIS	6065	2/8/2013	Service - Inhouse ...	Lakisha Evans, 2
<a href="#">Edit</a>   <a href="#">Del</a>	WO002337	Active	toilet stomped up l...	Other	DM	EXT-GWCC-LE	2/8/2013	Service - Inhouse ...	Lakisha Evans, 2
<a href="#">Edit</a>   <a href="#">Del</a>	WO001202	Approved	Overhead Lights O...	Electrical - Lighting	OO	460A	1/8/2013	Service - Inhouse ...	Denise Lyons, 1A
<a href="#">Edit</a>   <a href="#">Del</a>	WO001203	Approved	Overhead Lights Out	Electrical - Lighting	OO	5200H Men	1/8/2013	Service - Inhouse ...	Denise Lyons, 1A
<a href="#">Edit</a>   <a href="#">Del</a>	WO001798	Approved	Treat For Gnats	Pest - Treat For Gn...	AMS	10B	1/28/2013	Service - Inhouse ...	Denise Lyons, 1A
<a href="#">Edit</a>   <a href="#">Del</a>	WO000381	Assigned	Please Check Doo...	O&M - Adjust Door ...	ARS	1052	11/28/2012	Service - Inhouse ...	Oscar Site Guest
<a href="#">Edit</a>   <a href="#">Del</a>	WO000968	Assigned	Lock-up 1575	R&A - Lockout	DM	1575	12/19/2012	Service - Inhouse ...	Lakisha Evans, 1
<a href="#">Edit</a>   <a href="#">Del</a>	WO000969	Assigned	Lock-up	R&A - Lockout	OC	0099	12/19/2012	Service - Inhouse ...	Oscar Site Guest
<a href="#">Edit</a>   <a href="#">Del</a>	WO000970	Assigned	Lock-up 2022-A	R&A - Lockout	DM	2022A	12/19/2012	Service - Inhouse ...	Lakisha Evans, 1
<a href="#">Edit</a>   <a href="#">Del</a>	WO000973	Assigned	Water fountain is le...	O&M - Water Fount...	FSA	3700	12/19/2012	Service - Inhouse ...	Oscar Site Guest
<a href="#">Edit</a>   <a href="#">Del</a>	WO002128	Assigned	Roslyn Ferguson 3...	GWCC Melwood - ...	OO	0092	2/5/2013	Service - Inhouse ...	Lakisha Evans, 2
<a href="#">Edit</a>   <a href="#">Del</a>	WO002178	Assigned	Please Clean Cell...	Other	FSIS	338E Women	2/6/2013	Service - Inhouse ...	Denise Lyons, 2A
<a href="#">Edit</a>   <a href="#">Del</a>	WO000094	Cancelled	Window needs to b...	Other	QGC/FMD35	2013	10/18/2012	Service - Inhouse ...	Andy Gonzalez

## Project Management

The Project Management module supports the end-to-end processes and information related to multiple OO facilities projects including: design, construction, maintenance control or deferred maintenance, surveys and studies. This module also functions as a tool for collaboration between the engineering team and outside contractors carrying out all actions related to a specific project. Additionally, it enables each project type to follow its own workflow process and allows users to save or archive all documentation necessary for project collaboration and execution.

## Building Permit Management

The Building Permit module encompasses the entire process required to request building permits. OSCAR supports the submission of building permit application from the OO Intranet site. When a customer submits an application for a building permit, that request is directed to reviewers across various disciplines that are involved in the approval and review of the request. The module allows permit approvers to generate a permit in PDF format that can be emailed to the requestor upon approval. This module includes a status page, which enables customers to check the status of their building permits at any time.

## Mechanical Equipment and Annual Maintenance/Preventive Maintenance (AM/PM)

The Mechanical Equipment module currently holds information about various types of equipment managed by OO such as water heaters, pumps, chillers, and air handler units. The system also assists in executing AM/PM maintenance requests. Each equipment record contains information about AM/PM and the system supports automatic calculation of the next AM/PM date.

## **Parking Permit Management**

The Parking Permit Management module serves as a repository for parking information and identifies available parking spaces throughout the USDA headquarters complex. This module provides access to driver and vehicle information and requests submitted through the OSCAR system. This module is designed to notify customers electronically as their requests progress through the approval process and with the management of the USDA parking program.

## **Space and Lease Management (expected roll-out Dec 2013)**

The Space Management module will provide OO the capability to track all rooms and spaces in the Whitten and South buildings and GWCC. It will enable OO to get detailed occupancy reports by agencies and offices. The data captured under the Space Management module will support space allocation related decision making and ensure optimal occupancy across USDA National Capital Region (NCR) buildings. The lease management features within this module will support lease tracking and storage of all lease related documents for the USDA leased facilities across the NCR.

## **Executive Services and Conference Room Reservation (expected roll-out Dec 2013)**

This module will improve the service request process, tracking and service delivery for the USDA senior leadership. The senior leadership requests will be prioritized and routed to the appropriate support staff for rapid response and disposition. Additionally, an improved automated conference room reservations process will initially be implemented for conference rooms and meeting spaces managed by OO. Eventually this feature will be extended to manage all conference rooms in NCR. OO will work with agency coordinators to define the process for a centralized conference room request system.

## **TARGET Center (expected roll-out Feb 2014)**

The TARGET module in will provide a web based interface to submit various service requests including assistive technology assessments, scooter loans, interpretive services, USDA, CAP partnership request and ergonomics requests. This module will support scheduling for assessments and other service fulfillment requirements.

## **Central Access Property Operation (CEPO) Automation (Date )**

CEPO provides services related to management of excess/surplus property in the Washington Metropolitan Area. In addition to providing personal property disposal services, CEPO provides recycling services through the re-issuance/transfer of furniture, used office equipment and the sale of Rehab Furniture to USDA agencies. This module will automate the end-to-end process for CEPO from field data collection to order management and warehouse processing to auction and final disposition. The module will significantly reduce the manual tracking work currently being performed by CEPO personnel.

## 6 CRM Governance - Roles and Responsibilities

OO recognizes that new organization models, requiring different competencies and governance structures, are needed to realize its customer centric vision. OO has made significant changes to implement its new model.

### 6.1 New Customer Centric Roles

The OO, Customer Service Office (CSO) was established to coordinate and manage the Customer Relationship Management Program (CRM) as part of the OO, Cultural Transformation Initiative. CSO will provide an integrated cross-functional focus on identifying and promoting value-added customer service. CSO will strategically use information, processes, technology, and personnel to manage customer relationships while providing a 360-degree view of the entire service life cycle. Customers will have a centralized location to inquire about and request OO's products and services.

Under the new business model, OO has established a new structure that is based on service fulfillment and process improvement. As a result, new roles are emerging:

- **Relationship Managers (RM)** - CSO is staffed with RMs, who are responsible for interacting with client groups and advocating their business needs within OO. They are also responsible for managing client issues and concerns. The RMs integrate the customer service functions, assists with improving business processes, leverage technology, and proactively engage innovation such as OSCAR. These senior personnel are familiar with service delivery and will coordinate with management to ensure that the requests of the customer are fulfilled by:
  - Finding continuous process improvement opportunities to prevent service interruption and reduce costs
  - Ensuring compliance with OO service delivery standards.

**Customer Service Specialists** - OO recognizes that service measurement and quality control are critical to the success of customer centric organizations because they are the face of reliable service delivery they have the task of ensuring a high level of service is provided. Additionally, they are responsible for collecting and analyzing customer feedback and providing customer reports on service delivery.

- **Customer Service Representatives** – Each CSO is staffed with Customer Service Representatives who are trained in service delivery requirements in every service category offered by OO.

- **Service Delivery Manager** - The Service Delivery Manager will continue to serve as the heart of OO's service delivery process. Instead of focusing on just their services, OO has tasked the Service Delivery Managers to focus on integrating OO organizational processes and roles to deliver specific services in a more effective and cost-efficient manner. Service delivery managers will continue to manage the day-to-day services and ensure that service delivery standards are met for the services that they provide. They will also work with Relationship Managers and the CSO to resolve customer concerns regarding service delivery issues, and collaborate with them to identify process improvement opportunities and optimal methods for the delivery of services.

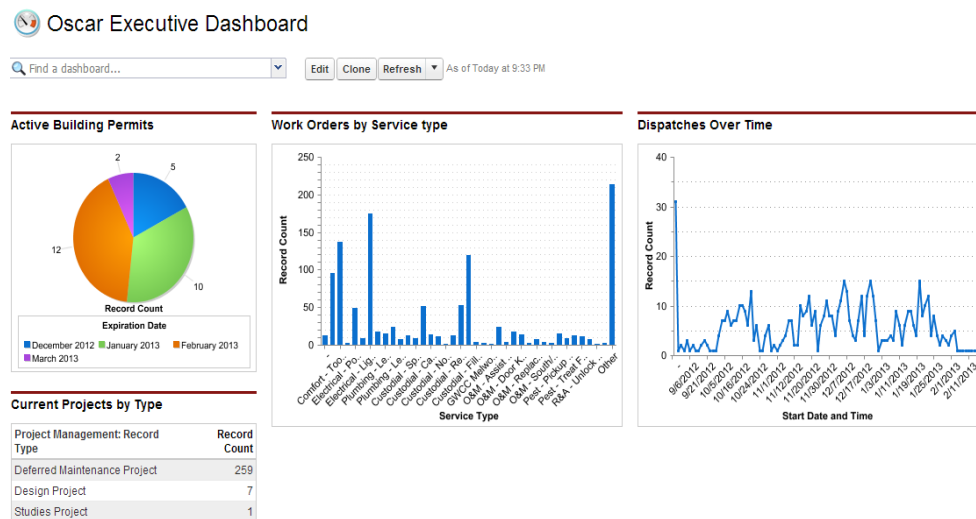
## 6.2 Service Delivery and Performance Reporting

As part of the effort to enhance the customer experience, the CSO will emphasize performance management with OO Service Delivery Managers. This involves working in partnership with customers and identifying customer service expectations and requirements, monitoring actual performance against those requirements, and identifying improvement priorities based on gaps in service delivery. The CSO will use the following three-step approach for capturing customer feedback:

- **Analyze the data to generate useful insights.** By conducting analyses within a central platform, the CSO can build a more holistic view of customer experiences. The OO, CRM technology enables the CSO to examine patterns across data sources, identify key "moments of truth" from customers, and uncover drivers of good or bad experiences. OO's new automated system will help to analyze customer feedback to identify opportunities for improvement and to facilitate informed decision-making.
- **Distribute tailored reports and alerts to drive action.** Reports that have captured the customer experience will be distributed to first line Service Delivery Managers, OO leadership, and others. OO leadership may also elect to share some of the dashboard results with the customers. The OSCAR system offers the ability to schedule service delivery performance reports with delivery options that will also send a report to the end user's or the customer's email account.



**Figure 6: OSCAR Executive Dashboard**



- **Collect various types of customer feedback.** Using a centralized platform, OSCAR will allow Customer Service Specialists to assess the full breadth of information that is collected, manage data across feedback sources, and avoid the activation of redundant feedback requests. It will also enable Customer Service Specialists to track the frequency of customer contacts.

### 6.3 Voice of the Customer

Customers demand quality service with each interaction. They do not hesitate to articulate it when services are inadequate. In order to make an accurate customer service assessment, OO will collect feedback from all segments of the customer base and from department-wide communication channels.

The Voice of the Customer (VoC) initiative is critical to ensuring that products and services remain aligned with ever-changing customer expectations. OO, Relationship Managers will ensure that customer segments (as shown in Appendix A) are comprehended and that appropriate steps are taken to measure the customer satisfaction of each segment. Different types of customers interact with OO in different ways and have different needs during their interactions. For example, customers with duty stations in the National Capital Region may use the Intranet self-service portal more often, while external users may primarily contact a CSO representative through the Hotline to obtain information about services. This diversity makes collecting representative feedback from an entire customer base a complex task. Adding to the complexity, customers also have different preferences as to how and when they provide feedback. OO, Relationship Managers will work towards accommodating these preferences to avoid diminishing experiences with annoying feedback requests.

Objectives of the Voice of the Customer (VoC) initiatives:

- Obtain customer pulse
- Involve the customer
- Analyze information
- Socialize results
- Implement customer focused changes
- Respond to customer

OO will use transactional and relationship surveys to capture customer input. Transactional surveys focus on measuring customer satisfaction with each interaction. The surveys will be administered in a minimally intrusive manner and will allow users to provide instantaneous feedback. Relationship surveys will focus on all aspects of the customer interaction to include services provided through interagency agreements, support services, and new requests for services.

## Appendix A: OO Services Analysis

Service Category	Service Sub Category	Service Name	Service Description	Paid or CORE	Service Provider	Who is the Customer	Who does the customer contact
<b>Facilities Management Services</b>							
<b>Space and Asset Management</b>							
		Space Assignment Service	Provides assistance and guidance in assignment of space in the Washington, D.C. Complex	Core	WASC Space Management Branch	USDA Agencies	Agency POC/Agency Lead
		Layout Design Service	Provides assistance with design and layout of the space assigned to the agency	Paid	WASC Space Management Branch	USDA Agencies	Agency POC/Agency Lead
		Building Permit	Handles review and issuance of building permits for various building improvement projects	Core	Asset Management Branch	USDA Agencies	Agency POC/Agency Lead
		Leasing Administration	Provides assistance with the lease agreements entered by the agencies by reviewing the agreements etc.	Core	WASC Space Management Branch	USDA Agencies	Agency POC/Agency Lead
		Office Moves	Support office moves as required by the agencies. Includes support for packing, unpacking and setting of office equipment	Core	WASC Space Management Branch	USDA Agencies	Agency POC/Agency Lead
<b>Building Operations</b>							
		Building Maintenance Services	Provides assistance to ensure corrections to maintenance problems including but not limited to: Custodial Service Pest control and management Plumbing Carpet cleaning and installation Interior and Exterior Landscaping Electrical and Heating Snow Removal Lights	Core/Paid	WASC O&M	USDA Employees	Hotline
		Repairs and Alterations	Provides the following facilities repairs on a reimbursable basis including but not limited to: Blinds Minor Construction New Electrical Engraving Flooring (carpet and floor tiles) Whole Room Carpet Cleaning Locks/keys Paint Supplemental AC Space renovation and improvement	Core/Paid	WASC Repair & Alterations Branch	USDA Agency Facility Coordinators	Customers are agency facility coordinators and they submit their work requests through the OSCAR secure log in
		Waste Management	Removal of recycleable waste from Washington, D.C. Complex	Core	WASC O&M	USDA Employees	Hotline
<b>Architecture and Engineering</b>							
		Construction and Design	Provides engineering and construction guidance for all facility construction projects, including project oversight and management. Assist agencies with construction design, engineered solutions for new space.	Core/Paid	Engineering	USDA Agencies NCR	Email for design services. Customer does not request construction services as defined here.
		Capital Improvement projects	Handles all major capital improvement projects including design and modernization of the Washington DC complex buildings	Core	Engineering Branch	USDA Agencies NCR	Customer does not request construction services as defined here.
		Compliance Surveys	Conduct various GSA, SHPO, NCPD related compliance surveys on behalf of the agencies occupying the space in the USDA HQ complex	Core	Engineering Branch	USDA Agencies NCR	Customer does not request construction services as defined here.

Service Category	Service Sub Category	Service Name	Service Description	Paid or CORE	Service Provider	Who is the Customer	Who does the customer contact
Mail and Reproduction Services							
	Mail Management Services						
		Mail Delivery and Pickup	Offers 2 daily delivery of mails to the South and Whitten building employees. It includes inter-office mail and USPS postal mail	Core	MRMD	USDA Employees (NCR)	MRMD via phone/email/direct walk in
		Accountable Mail Service	Includes registered mail and offers liasion services for FedEx, UPS, Speed Post etc. Liasion services include advise on rates, shipping options etc.				
		MRMD Courier Service	Local area hand delivery of couriers and packages	Paid (IAA in beginning of the year)	MRMD	USDA Employees (NCR)	MRMD via phone/email/direct walk in
		Mail Metering and Preparation Service	Offers Direct mail projects for large number of mailings including postage	Paid (IAA in beginning of the year)	MRMD	USDA Agencies	MRMD via phone/email/direct walk in
		MRMD Chauffer Service	Chauffer service available to USDA employees for attending official meetings, workshops etc	Paid (IAA in beginning of the year)	MRMD	USDA Employees (NCR)	MRMD via phone/email/direct walk in
		Mail Management Service	MRMD provides Shipping History to agencies, Consultation, and Mail management training	Core	MRMD	USDA Agencies	MRMD via phone/email/direct walk in
	Printing, Coping and Duplication						
		Printing Services	Provide copying, printing, poster, signage, brochures etc. Assist with full range of stationary needed for trade shows, events, meetings etc.	Paid	MRMD	USDA Agencies	Call center with 2 numbers
		Copier Services	Provides end-to-end service related to leasing, maintenance and management of copiers for the agencies in the Washington DC NCR. We manage the vendor contracts for the users. We offer then consumables including paper, cartidges and any repair that might be needed	Paid	MRMD	USDA Agencies	Call center with 2 numbers
		Binding/Finish Services	Support reproduction and bind large jobs. Supports tape binding, folding, stapling, drilling and shrink wrapping. Assist with full range of stationary needed for trade shows, events, meetings etc.	Paid	MRMD	USDA Agencies	Call center with 2 numbers

<u>Service Category</u>	<u>Service Sub Category</u>	<u>Service Name</u>	<u>Service Description</u>	<u>Paid or CORE</u>	<u>Service Provider</u>	<u>Who is the Customer</u>	<u>Who does the customer contact</u>
<b>TARGET Center</b>							
	<b>Education</b>						
		Target Discovery Series	The USDA TARGET Center presents the TARGET Discovery Series. These educational sessions provide brief introductions to the subjects that are most relevant to our customers	Partnerships and Agreements	Target center	USDA employees, Other federal employees and Foreign Nationals	Direct Contact with TARGET Center
	<b>Accessibility</b>						
		Assesstive Technology Request	The USDA TARGET Center is the contact point for USDA employees wishing to request assistive technology at no cost through the USDA/CAP Partnership.	Partnerships and Agreements	Target center	USDA employees, Other federal employees and Foreign Nationals	Direct Contact with TARGET Center
		Sign Language Interpreter	Provides sign language and certified deaf interpreters for the employees, visitors, and customers at USDA agencies within the National Capitol Region (NCR). Procures Communication Access Realtime Translation (CART) captioner and Typewell transcriber for USDA employees within the NCR. Provides Assistive Listening Devices (ALD) for USDA employees, interpreters and captioners.	Partnerships and Agreements	Target center	USDA employees, Other federal employees and Foreign Nationals	Direct Contact with TARGET Center
	<b>Ergonomics</b>						
		Ergonomics Training	Available by request nationwide for USDA individuals, departments and groups	Partnerships and Agreements	Target center	USDA employees, Other federal employees and Foreign Nationals	Direct Contact with TARGET Center

Office of Operations  
Customer Relationship Management (CRM) Program

<u>Service Category</u>	<u>Service Sub Category</u>	<u>Service Name</u>	<u>Service Description</u>	<u>Paid or CORE</u>	<u>Service Provider</u>	<u>Who is the Customer</u>	<u>Who does the customer contact</u>
<b>Material Management Services</b>							
	<b>Supplies, Forms and Publications</b>						
		Storage and Distribution Service	Forms & Publications Distribution Center provides inventory control, warehousing and distribution of forms, publications and supplies for participating federal agencies and activities by mutual agreement	Core	BSC	USDA Agencies, Other Federal Agencies	Phone/Email
		Administrative Forms Procurement Service	Procurement services for enterprise forms used by multiple USDA agencies.	Core/Paid	BSC	USDA Agencies, Other Federal Agencies	Phone/Email
	<b>Personal Property Management</b>						
		Furniture Re-use and Rehab Service	Provides re-issuance/transfer of as-is furniture, used office equipment and the sale of Rehab Furniture to USDA agencies.	Core and Agreements	BSC	USDA Agencies, Other Federal Agencies	Phone/Email
		Excess Property Management Service	Provides excess personal property management and surplus disposal services for USDA agencies, staff offices and divisions in the Washington Metropolitan Area. Also manage the Federal Asset Sales Center which provides surplus personal property sales services to the general public.	Core and Agreements	BSC	USDA Agencies, Other Federal Agencies, Schools, State and Local Govt.	Phone/Email
		Receiving Service	Central Receiving provides accountability, security and disposition control of personal property shipped from and delivered to Agencies located at USDA HQ in Washington D.C. and the George Washington Carver Center in Beltsville, Maryland	Core	BSC	USDA Agencies	Phone/Email

<u>Service Category</u>	<u>Service Sub Category</u>	<u>Service Name</u>	<u>Service Description</u>	<u>Paid or CORE</u>	<u>Service Provider</u>	<u>Who is the Customer</u>	<u>Who does the customer contact</u>
<b>Safety, Health and Sustainability Services</b>							
	<b>Safety Services</b>						
		Facilities Safety Service	Includes services related to air quality surveys, support for facilities safety inspections, hazard reporting, issuance of burn permits etc	Core	Protective Services	USDA Agencies - NCR, Other Federal agencies like OSHA, GSA, FPS etc.	Direct contact from user Email/Phone
		Emergency Management	Works with agencies to document their emergency response plan, offer training on building evacuation, CPR etc. Also supports AgAwairs - the emergency notification system	Core	Protective Services	USDA Agencies - NCR	Direct contact from user Email/Phone
	<b>Health Services</b>						
		Medical Services	Offer disability permits, workers compensation support, travel immunizations and supporting clearances for travel.	Core	Protective Services	USDA employees	Walk-ins
		Health Unit Services	These services are offered by a licensed Nurse and includes allergy immunizations, medical emergency response and consultation	Core	Protective Services	USDA employees	Walk-ins
	<b>Environment Sustainability</b>						
		Energy Management Service	Support for waste management and recycling across the NCR buildings. Also offers guidance on Green Purchasing. Users can order recycling containers through this program	Core	Protective Services	USDA Agencies and USDA employees	
		Sustainability Education	Offers seminars and awareness programs on environment sustainability including storm water outreach and education	Core	Protective Services	USDA Agencies and USDA employees	

<u>Service Category</u>	<u>Service Sub Category</u>	<u>Service Name</u>	<u>Service Description</u>	<u>Paid or CORE</u>	<u>Service Provider</u>	<u>Who is the Customer</u>
<b>Security Services</b>						
	<b>Physical Security Services</b>					
		Building Admittance	Offers USDA employee, visitors and groups building admittance services. It includes all aspects of compliance with the physical security laws and procedures	Core	Protective Services	USDA employees, General Public
		Events Security Service	Agencies having special events for vendors, stakeholders, communities etc can apply for event security. Which includes guard services, additional screening support etc.	Core	Protective Services	USDA employees, General Public
		Security Incident Reporting	Provide support for security incidents in and around the NCR buildings. It includes reporting for stolen property, suspicious person, suspicious package or any other security concern or incident	Core	Protective Services	USDA employees, General Public
		Electronic Access Control	We offer card readers for elevated security areas within the building to further control access to secure areas. The agencies can request card reader installation, maintenance and administration of equipment	Paid	Protective Services	USDA agencies
		Security Screening Service	All packages and deliveries coming into NCR building are screened by OO before they can be delivered. This includes UPS, FedEx deliveries etc.	Core	Protective Services	USDA Agencies and USDA employees
	<b>Identification Cards</b>					
		Identification Cards	Service involves enrollment, issuance, renewals, replacements and activation of identification cards	Core	Protective Services	USDA employees and contractors



<u>Service Category</u>	<u>Service Sub Category</u>	<u>Service Name</u>	<u>Service Description</u>	<u>Paid or CORE</u>	<u>Service Provider</u>	<u>Who is the Customer</u>	<u>Who does the customer contact</u>
Parking Services							
		Visitor Parking Permit	Issuance of visitor parking permit for the guests visiting USDA NCR buildings	Core	USDA employees		
		Car/Van Pool	The service allows users to search for an existing car/van pool near their zip code and apply for car/van pool. Also, enables users to apply for a new car/van pool permit	Core	USDA employees		
		Handicap Parking	Issuance of parking spots for handicap employees	Core	USDA employees		
		Executive Parking	Issuance of parking spots for USDA executives	Core	USDA employees		